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Market View 2026

Current Insurance Market Perspectives

A SECURE FUTURE.

Eddie Keller
Head Risk Practices

Staying the course in uncertain times

The risk landscape is still shifting in 2026. New topics are coming to the fore, including AI, escalating cyber and systemic risks, increasing regulation and fragile supply chains. Companies face the dual challenge of reliably managing existing risks while also identifying new, hard-to-quantify threats at an early stage. Decision-making is becoming more data-driven and complex. The pace of change is accelerating. In Market View, you can find out what our Risk Practice Leaders think about current trends and the development of the insurance markets. One thing is abundantly clear: the markets are softening, particularly in the Financial Lines segment.

Liability Insurance
The insurability of risks is constantly changing

For a risk to be insurable, it must remain calculable, limited and collectively bearable. New risks and the growing frequency of mass loss events are increasingly failing to meet these requirements, prompting insurance companies to adopt more selective underwriting policies. Effective risk management is becoming a decisive factor for companies.

AI IS CHANGING THE WAY RISKS ARE PERCEIVED

AI has now made its way into all sectors and fields – and nowhere is this more evident than in the mobility sector. Self-driving vehicles, which have long since been the subject of theoretical debate, are increasingly posing real challenges to road safety. Technological progress is piling the pressure on legislators to take action. The legal framework must evolve to clearly define the breakdown of responsibilities between developers and users. Even as AI systems become more autonomous, that does not diminish human responsibility.

This also has implications for insurability. Insurers can no longer take it for granted. The market is moving away from broad, blanket coverage toward a significantly more selective approach to risk assumption. Companies are required to manage risks more actively and to bear a greater share of the risks themselves.

THE INSURANCE MARKET IS CHANGING

Conditions on the Swiss insurance market have changed noticeably due to the merger of Helvetia and Baloise. The merger has created a major market player with considerable underwriting capacity for complex risks. While pooling both companies' different areas of expertise certainly strengthens the corporate group's technical expertise and overall performance, at the same time it reduces the number of competitors on the market. This consolidation of the market could reduce the availability of insurance capacity and lead to a more selective underwriting approach.

DEVELOPMENT OF PREMIUMS	National	International
Liability insurance	↗	↗

Andreas Spälti and Andreas Strässle
Practice Leaders
Liability Insurance

Property Insurance
Global uncertainty and its impact

Swiss companies are operating in an increasingly uncertain international environment characterized by ongoing tensions. Risk prevention is playing a key role in response to these challenges.

Recent developments in the Strait of Hormuz and the realignment of US trade policy illustrate just how fragile global economic equilibrium remains. These dynamics have a direct impact on supply chains, transport costs and energy prices.

For companies, this translates into higher production costs and longer lead times – especially for certain technical equipment and raw materials. In property insurance, these factors directly impact claim costs. So rebuilding or replacing damaged properties and facilities can take longer and cost more than they did previously.

THE RISK OF UNDERINSURANCE

This environment increases the risk of underinsurance, especially if the insurance values are not updated regularly. An outdated valuation can lead to a significant discrepancy between the actual replacement costs and the compensation received in the event of a claim. Longer lead times can also prolong business interruption periods, increasing the operating losses as a result. These developments are prompting insurers to be more vigilant when assessing risks and designing insurance cover.

Regularly updating insurance values, predicting risks more reliably and analyzing critical dependencies in depth all help to ensure proper insurance cover. Proactive action today secures business resilience for tomorrow.

DEVELOPMENT OF PREMIUMS	National	International
Property insurance	↗	↘
Technical insurance	↗	↗

Adrian Stocker and Pascal Schneider
Practice Leaders
Property Insurance

Pension Benefits
Structural transformation and innovation

The pension benefits market in Switzerland is changing. In addition to the ongoing consolidation of pension funds, current developments are being shaped in particular by innovations in the benefits segment and digitalization.

The stringent demands placed on the professional management of pension funds are driving continued market consolidation. Collective and joint institutions are becoming increasingly important in this environment, as they can leverage economies of scale and enhance their efficiency.

At the same time, larger institutions are increasingly switching to autonomous models – making them more independent, boosting their ability to respond to market developments and giving them more room to maneuver when designing risk tariffs and benefits.

EXPANDING THE PRODUCT RANGE

Pension funds are systematically expanding their range of products and creating more flexible framework conditions. While the initial focus was active policyholders, in particular through modular pension plans offering various options for savings contributions, benefits and risk cover, it is increasingly also shifting to future pensioners. It is now possible to set the future pension amount more flexibly, even in combination with a lump-sum withdrawal. There are also options available for covering death benefits beyond retirement.

IMPROVING THE DIGITAL ENVIRONMENT

Digitalization is becoming increasingly important and is raising the profile of pension funds, particularly among younger policyholders. Pension portals now allow users to model individual pension scenarios, run voluntary contribution calculations and access all the relevant pension information on an ongoing basis.

DEVELOPMENT OF PREMIUMS	National
Affiliation contracts with a collective foundation	→
Risk insurance for foundations	↗

Severin Jung and Yanick Morger
Practice Leaders Pension Benefits

Personal Insurance
Getting business travel cover right

Business travel remains essential in a globally networked economy. This environment is also increasing exposure to cross-border risks, which can often arise suddenly and unexpected.

Travel risks are now no longer limited to illness or accidents. They also include political tensions, security situations, extreme weather events, cyber risks and unreliable information.

ADEQUATE INSURANCE COVER IS ESSENTIAL

Employees stranded in war zones. An evacuation in the dead of night. Medical repatriation over thousands of kilometers following an acute illness. Scenarios like these are no longer isolated cases. Companies are often genuinely uncertain whether they have adequate insurance cover in place, particularly in the event of illness. Mandatory health insurance cover often falls short and, in the worst-case scenario, the individual concerned has to pay very high treatment costs themselves.

MANAGING RISKS EFFECTIVELY

It is vital to identify potential risks at an early stage and to classify them correctly. Companies need a basis on which to tailor protective measures in a targeted and pragmatic way. This requires reliable sources of information, such as security and health information, as well as assessments from assistance partners and insurers.

It is also important to have clearly defined responsibilities, established emergency procedures, robust assistance structures and insurance cover that matches the actual exposure. Companies deploying employees internationally also need solutions that combine regulatory requirements, assistance networks and international coordination. What matters above all else is that they are prepared and able to act if and when an incident occurs.

DEVELOPMENT OF PREMIUMS	National	International
Daily sickness benefits insurance	↗	↗
Accident insurance	→	→
Supplementary accident insurance	→	→
Corporate travel insurance	→	→

Thomas Roggo and Sharon Herren
Practice Leaders Personal Insurance

Special Risks, Cyber and Mergers & Acquisitions
New risks call for new answers

The risk landscape is changing – rapidly. Digitalization, regulation and new technologies are increasing the complexity and pace of business decision-making. As a result, integrated risk management is becoming an increasingly decisive key success factor.

D&O INSURANCE
The challenges associated with introducing technologies such as AI are becoming increasingly important. They require increased vigilance on the part of Executive Committees and Boards of Directors, particularly when it comes to data sharing and integrating AI into sensitive internal processes.

To date, insurers operating on the Swiss D&O market have expressed no intention of restricting or excluding insurance cover for such claims. However, given the market's sensitivity to litigation abroad – particularly in the United States – the current stance on this issue could change rapidly.

Despite macroeconomic developments such as increased regulation, a growing number of corporate insolvencies and increasing claims, the market remains competitive and offers sufficient capacity for most risks.

CYBER
The cyber insurance market remained soft and clearly customer-friendly at the start of 2026. Despite rising claims and new risk drivers, particularly as a result of AI, the average loss amount remains moderate. Market hardening has yet to materialize.

At the same time, the boundaries between cyber and liability risks are becoming blurred. Many companies are effectively becoming technology providers, without this being fully reflected in their insurance structures. This gives rise to additional professional indemnity (PI) risks – from software, consulting or data processing activities, for example – that are often not included in traditional cyber cover.

The market is responding with combined cyber and tech PI solutions that provide integrated cover throughout the digital value creation process. Companies should therefore consider their cyber and liability risks more holistically together and structure their cover accordingly.

Against this backdrop, we have deliberately enhanced the cyber blue line facility ahead of its renewal on January 1, 2027, with extended cover, higher limits and even clearer definitions.

MERGERS & ACQUISITIONS
For many companies, M&A transactions are a key tool for achieving strategic goals – be it growth, transformation or market access. As deals become ever more complex, it also becomes all the more important to cover transaction-specific risks, hence why M&A transaction insurance is becoming established accordingly. It covers unknown transaction risks (warranty and indemnity) and specific individual risks – like taxes, intellectual property or environmental issues. Warranty and indemnity insurance (W&I) in particular is now an integral part of transaction practice.

The European M&A market recovered noticeably in 2025, with transaction activity and average transaction size increasing again, driving demand for W&I insurance. The pricing trend is reversing too. After years of significantly lower premiums, rates are rising moderately as claim numbers and insurer claims payments increase.

At the same time, digitalization – and AI in particular – is changing the risk profiles of target companies and transaction processes alike. AI-driven due diligence analysis and legal tech tools are enabling more efficient risk assessments and noticeably faster transactions.

DEVELOPMENT OF PREMIUMS	National	International
D&O insurance	↘	↘
Cyber insurance	↘	↘
Fidelity insurance	↘	→
Credit insurance	→	→

Carina Aselmeyer, Steven Strausak and Hélène Staubli
Practice Leaders Transactional Risk, Special Risks and Cyber

Insurance for Transport and Logistics
Under pressure – but moving forward

Geopolitics, technology and climate change are reshaping the insurability of marine transportation, vehicles and aviation. The market is adapting – and doing so at pace despite remaining uncertainty.

MARINE INSURANCE

Geopolitical pressures, changed customs regimes and ongoing uncertainties are resulting in new risks for international supply chains, with a noticeable impact on the marine insurance market. The industry is responding by continuously adjusting its risk assessments. Risk profiles are shifting toward flexible, technology-driven cover, and insurers' underwriting policies are becoming increasingly restrictive and less uniform. At the same time, digitalization, integration of real-time tracking and climate-sensitive underwriting are all driving the market forward.

Cost pressure in the marine transportation sector is noticeable, driven primarily by rising repair and spare part costs. Adjustments to marine insurance premiums are the logical consequence – although they have remained moderate so far.

The logistics industry continues to make steady progress on transitioning to electronic documentation. Digitized processes stabilize supply chains, enable smoother operations and allow disruptions to be identified at an early stage. For the insurance market, especially in an otherwise volatile environment, this could mean greater reliability in assessing shipping routes and transport risks.

MOTOR VEHICLE INSURANCE

The motor vehicle insurance market is characterized by continuously rising premiums, with the main driver being the vehicles' growing technological complexity. Electronic components such as sensor systems, cameras and driver assistance systems are pushing up repair costs. Even in relatively minor collisions, damage is no longer confined to the bodywork. Repairs often include replacement and recalibration of sensitive electronic systems.

The electric vehicles segment is particularly affected by this development. As EVs are often equipped with innovative technology and costly components, especially in the case of battery systems, their insurance costs are approaching those of conventionally powered vehicles and could even exceed them in the future.

AVIATION

The aviation insurance market continues to offer sufficient capacity, although accidents are increasing and the geopolitical situation is changing very rapidly. Geopolitics continues to play a very significant role in the aviation market as a whole and is also impacting the insurance premiums of fixed-wing aircraft. The helicopter market remains highly volatile.

Insurers' pricing models play a key role in determining insurance premiums. Not all insurers approach risk calculations in the same way, and risk appetite also differs. Air travel continues to grow and is reaching new highs. Aircraft remains one of the most important means of transport.

DEVELOPMENT OF PREMIUMS	National	International
Marine insurance	→	→
Motor vehicle insurance	↑	↑
Aviation insurance	→	→

Andreas Graf, Eda Özay and Patrick Frey
Practice Leaders Marine Insurance, Motor Vehicle Insurance and Aviation

International Employee Benefits
International wellbeing trends reach Switzerland

Inspired by developments in the English-speaking world, companies are increasingly investing in wellbeing programs covering mental and physical health. At the same time, supplementary reintegration services are becoming increasingly important. The aim is to reintegrate insured persons who have been off sick as swiftly and as sustainably as possible.

Relevant services include case management, second medical opinions, coaching and treatment coordination. At the same time, there is a clear trend emerging in Switzerland toward preventive solutions. Digital platforms are increasingly being used to support these services, from resilience training and psychological counseling to health apps. Proactively addressing employee wellbeing before a claim is submitted has long been standard practice for many companies.

This trend is driven in no small part by the intense competition for qualified specialists. Companies are increasingly recognizing that health, wellbeing and employee retention are closely interlinked. A comprehensive range of benefits – from prevention to reintegration – is thus becoming a strategic tool for securing employer attractiveness and productivity in the long term.

A WIDE RANGE OF SOLUTIONS IS AVAILABLE
When used correctly, wellbeing solutions can prevent some absences from occurring at all, shorten the duration of those absences that do occur, and reduce the risk of relapses. For companies, this means lower absence rates in the long term – which can have a positive impact on premiums when policies are renewed.

However, it is still crucial to consider cases carefully on a case-by-case basis. Not all measures are equally effective. Quality, customization and close coordination between policyholders, employers, insurers and medical professionals are all critical factors, which is why companies must scrutinize the benefits they offer and evaluate their effectiveness.

DEVELOPMENT OF PREMIUMS	International
International medical plans	↗
International risk plans	→
International saving plans	→

Pascal Dudli and Olivier Tobler
Sales Leader International Employee Benefits and Personal Insurance Broker

ABOUT KESSLER
Kessler is the leading Swiss enterprise specializing in comprehensive risk, insurance and pension benefits consulting. We advise over 1,600 medium-sized and large Swiss companies from the service, trading and manufacturing industries, as well as the public sector. Thanks to our expertise in each of these economic sectors, our highly qualified staff and our leading market position, we contribute significantly to the long-term success of our clients. As a reliable partner, we inspire our clients and open up new perspectives through the safe and successful management of risks. Founded in 1915, Kessler has 390 employees working at its headquarters in Zurich and its other sites in Basel, Bern, Geneva, Lausanne, Lucerne, Neuchâtel, St. Gallen, Sion and Vaduz. As the Swiss partner of Marsh since 1998, we are part of a network with specialists in all areas of risk management and with great experience in handling global insurance programs. Marsh is a global leader in risk, reinsurance and capital, people and investments, and management consulting, with more than 90,000 colleagues advising clients in 130 countries (NYSE: MRSH).

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